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PREFACE

Two years have passed and, once again, we are here with our international meeting of academics and professionals – the conference on Strategic Management and its Support by Information Systems (SMSIS). This year, the conference is held for the 13th consecutive year and, again, we are glad for the support from the dean of the Faculty of Economics, VŠB – Technical University of Ostrava, prof. Zdeněk Zmeškal.

The first SMSIS conference has been held in 1995 and, to this day, it continues as a traditionally bi-annual platform for professional discussions and exchange of experiences between research teams from various countries and institutions around the world, namely from the Czech Republic, Hungary, Iran, Spain, Slovakia and the United Kingdom. The conference focuses on a relatively broad scale of topics that are associated with:

- strategic management,
- quantitative methods and their applications in management issues,
- trends and issues in information systems design, management and security,
- and applications of new media and intelligent tools in the Digital Economy.

This year, several new hot topics are presented and discussed, namely, social dimension of strategic management, benchmarking in supply chain management, spatial econometrics, cybersecurity for industry 4.0, or artificial neural network and machine-learning with human-in-the-loop.

The SMSIS 2019 conference is organized in cooperation with the Czech Society for Systems Integration (CSSI) and three Czech universities: VŠB – Technical University of Ostrava (Faculty of Economics), University of Economics in Prague (Faculty of Informatics and Statistics) and Masaryk University in Brno (Faculty of Informatics).

The SMSIS conference proceedings usually contains about 50 carefully selected scholarly and professional papers, which are double-blind reviewed by members of the programme committee, who certainly deserve thanks for their devoted work. I would like to thank the members of the organizing committee as well, for their dedication and hard-work during the preparation and organization of the SMSIS 2019 conference event.

I wish all of us to be successful in the presentation of our work, our contributions to be beneficial to conference participants and that the event will meet everyone's expectations.

To a successful conference!

Jana Hančlová

May 2019

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SECTION

A

STRATEGIC MANAGEMENT

A Central European approach to the typology of social enterprises

Sándor Bozsik¹, Zoltán Musinszki², Judit Szemán³

Abstract Our research's aim is to create a new Balance Scorecard Model for Social Enterprises. This paper represents the beginning phase of a longer research programme. We focus on how to describe the concept of social enterprise in the current Central-European environment with special regard to social co-operatives. We use the classic Gui model (Gui, 1991) and extend and partly modify the General Interest part separating the Government Interest and the Regional Interest. The proper identification of interest-holders is vital for our research, because the viewpoint of the Balance Scorecard should be justified to the requirements of the interest-holders.

Keywords: social enterprises, Gui model, social co-operatives.

JEL Classification: L31

1 Introduction

This paper represents the beginning phase of a longer research programme. The aim of this research programme is to create a new Balance Scorecard Model for Social Enterprises (further SE). In this model we want to create indicators and view-points based on the available data stock of Social Enterprises. We plan to collect best practice examples (case studies), by which this concept can be further developed.

The goal of this paper is to clarify the concept of Social Enterprises in Central-European context. We collect the major theoretical approaches of the social enterprises, introduce the main types of them, and rethink the interest-holders of SEs compared to Gui's model (Gui, 1991). The proper identification of interest-holders is vital for our research, because the viewpoint of the Balance Scorecard should be justified to the requirements of the interest-holders.

2 Typology of social enterprises

This section is devoted to defining and classifying the concept of social enterprises. The task is difficult due to the great variety of objectives, legal forms, organisational types, and activities of social enterprises. To work out our definition, the overview of previous research findings is required (Defourny et al., 2016).

The economic role of social enterprises is not negligible. According to the European Commission, the social economy includes 2 million enterprises which means 10 % of all

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European businesses and employs over 11 million employees, 6 % of the EU working population in 2011. (Cecop, 2014)

Social enterprises have been studied both widely and in depth but have no clear and unique definition. The lowest common denominator of the definitions is organisations which trade to achieve their social objectives (Peattie and Morley, 2008). But the problem of a very general definition is that it does not say us too much about the origin of these organisation, the nature of their objectives, their governance form or their funding; consequently, it gives small help in understanding the deep nature of social enterprises (Kocziszky et al., 2017).

A lot of papers have attempted to create more specific definitions. Some of these terms are the following:

Social purpose businesses which primarily reinvest surpluses in the business or community rather than generating profits for shareholders or owners (OECD, 1999); the definition narrows the concept of SE to social businesses but excludes those enterprises which run public services but are out of direct control of the state.

SEs are third system organisations (based on citizen collaboration, mutuality and self-help to address social needs) that are most engaged in trading within a three-system model of the economy (Pearce, 2003); the definition is hardly understandable without the whole concept of the author.

SEs are organisations that use business methods to achieve social goals (Meadows and Pike, 2010). By this definition the SEs have social goals, but the tools achieving their goal are business-like. They raise (partly) private funding, their income is generated mostly from the private market. The operation efficiency is crucially important so market-based controlling methods for their special circumstances should be adapted.

SEs are those enterprises that bridge the non-profit sector and the social economy and tend towards non-prescriptive but archetypal indicators (distinguishing various economic and social criteria), thereby placing initiatives differentially within a spectrum of social enterprises (Defourny et al., 2006). The definition is a tautology because the definition contains the defined object.

The common social enterprise characteristics are multi-agency environments, enterprise orientation, social aims, and social ownership (Shaw and Carter, 2007). This definition reflects the most important features of a social enterprises, but does not tell us, whether all elements are required in an organisation to identify it as a social enterprise, or if not, how many.

Kerlin adopted Salamon's institutional perspective model (Salamon et al., 2000) to compare the size and profile of the non-profit sector across countries: she identified some macro-institutional key factors. She stated that the social enterprises' objectives and organisational features are the function of historical traditions, values, existing legal frameworks and discourses with strong national characteristics (Kerlin, 2013, 2015).

3 Groups of social enterprises

Spear identified four types of social enterprise in the United Kingdom:

- mutual - which forms to meet the needs of a special group through trading activities;
- trading charity, which develops commercial activities to fulfil their primary mission;
- public sector spin-off, which takes over the operation of services previously provided by the state;
- and finally, new social enterprise, which creates a new business (Spear at al., 2009).

Gordon rethought the categorisation and identified six types of social enterprises:

- mutual (based on cooperation and mutuality),
- community (based on community solidarity),
- altruistic (based on charity and philanthropy),
- ethical (based on sustainability and radicalism),
- private market (based on private business),
- public statist (providing a public service) (Gordon, 2015).

Teasdale focuses on the different actors that participate in the life of a social enterprise. He differentiated five types:

- earned income social enterprise, which are voluntary organizations selling goods and services;
- public services provider which simply replaces the budgeted institutions to fulfil some tasks;
- social business entity which applies market-based strategies to achieve a social or environmental goal;
- community enterprise, which works to create or retain wealth for the targeted community;
- co-operative, which means a special way of doing business due to its special structure of ownership (Teasdale, 2012).

Teasdale's second achievement was to identify six reasons for establishing social enterprises (Teasdale, 2010).

- 1) State/market failure means if the market actors hesitate to finance public services due to the long (or infinite) payback period and the state being unable to provide them in a proper way, social enterprises can fill the niche,
- 2) Resource dependence theory argues if the public service providers are dependent on declining government funding, they are willing to find new sources of funding elsewhere and try to increase their commercial activity,
- 3) Institutional theory states that non-profit organisations are formed as being definitely different from business organisations, but some activities cannot distinctively be made by just one type of organisation, so social enterprises are becoming increasingly hybrid, straddling the borders among non-profit organisations and for-profit business units,
- 4) Social origins theory says that the modern Western societies are becoming more and more multicultural and inherit social activities with various cultural sources. Social enterprises offer a flexible organisational way to express and manage these differences,
- 5) Political expediency supposes that the government wants to source out some traditional public services to the more flexible and more efficient social enterprises. In

this way the public authorities can also shift the responsibility for providing public services to these social enterprises,

- 6) Interdependence theory states that there can be considerable potential for interdependence and collaboration between the public and third sectors. Similarly, in addition to the market and state failure there are “voluntary failures” (due to the inability to generate sufficient resources, due to the tendency of voluntary organisations to focus on particular sub-groups, due to undemocratic management or due to the lack of professional staff). The creative combination of government and non-profit organisation can be the answer to these problems (Teasdale, 2010).

4 The original Gui model

Gui (1991) separated three types of interest and gave the ruling form of funding. In his categorisation there are three major drivers or interests that can be found in the overall economy: the general interest (GI) represented by the state will, mutual interest (MI), which comes from the common interest of the participants and the capital interest (CI), which is determined by profit achievement. The approach is demonstrated by Figure 1 below.

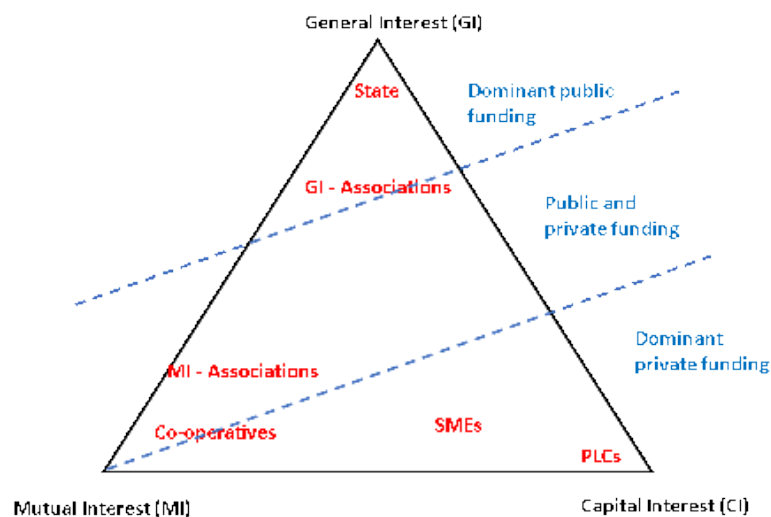


Figure 1 Interest principles and resource mix [Gui, 1991; p. 561]

If we see Figure 1 from top to bottom, we can detect the “classic” organisations. The state represents the budget institutions like the police, parliament and ministries. The GI Associations are partly financed from private sources, but the public interest dominates. Examples for these institutions are hospitals and universities. The Mutual Interest Associations are formed by individuals with a common interest – like church societies, angling & hunting companies or hiking clubs. The co-operatives have a unique ownership structure, but mostly work for the members’ economic interest. Small and Medium-sized Enterprises (SMEs) and Public Limited Companies (PLC) are examples of the smaller and larger version of private companies.

The untraditional social enterprises can originate in two ways:

- by an “upward” move of mutual or capital interest organisations (MI-Assoc., Coops, SMEs and PLCs) towards an organization with a social or societal mission. Such evolution is marked by green;

- or by “downward” move of a general interest organization towards more market-oriented activities in order to complement their existing resources. This evolution is represented by brown.

These institutional changes lead to various social enterprise models marked by yellow (see Figure 2).

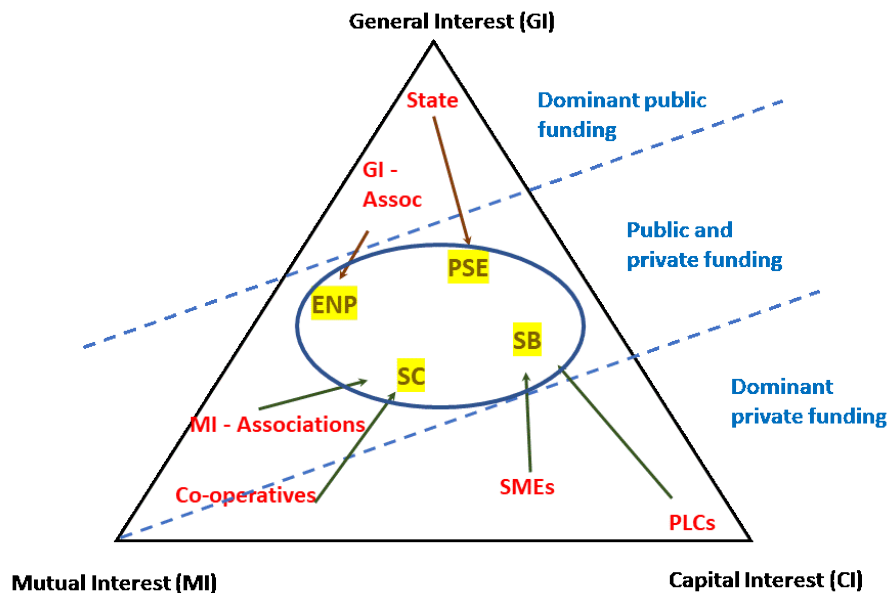


Figure 2 Creation of social enterprise models [Gui, 1991, p. 563]

The four created social enterprise models are the following:

The entrepreneurial non-profit (ENP) model runs an income generating activity to sponsor a social mission. Typical examples are charity activities or non-profit work integration social enterprises which sell their goods or services and train unskilled workers.

The social cooperative (SC) model keeps the organisation form of a traditional co-operative – i.e. equal voting and limitation of capital shares’ remuneration – but it combines the private interest with the interest of the whole community or of a specific target group.

The social business (SB) model develops business activities for a social purpose or mission. The typical social businesses focus their activities on a “social or societal field” such as personal services (for instance elderly care), environmental protection or fair trade. They are non-profit organisations but also market-based companies with a very strong social mission.

The public-sector social enterprise (PSE) model aims to decrease the expenses of public service provision and/or to reach higher efficiency. Local entities take over the job of public authorities in fields of public transport, elderly care or adult education. Their funding, as opposed to social businesses, is mostly public.

5 The result of our research – the extended Gui model adapted to Central-Europe

The Gui model has three pillars, one of which is the General Interest (further GI). However, in Central Europe, especially in Hungary, the power of the GI to establish a social enterprise is

much bigger than in an Anglo-Saxon culture. And not only the power is larger, but the actors of a GI have different and sometimes conflicting interests.

That is the reason why we separated the GI into two parts. The Governmental Interest (GOI) incorporates the will of the Central Government, while the Regional Interest (RI) expresses the will of local governments (local municipalities and regional entities). Figure 3 shows the modified Gui model, in which Gui's triangle has become a rhombus.

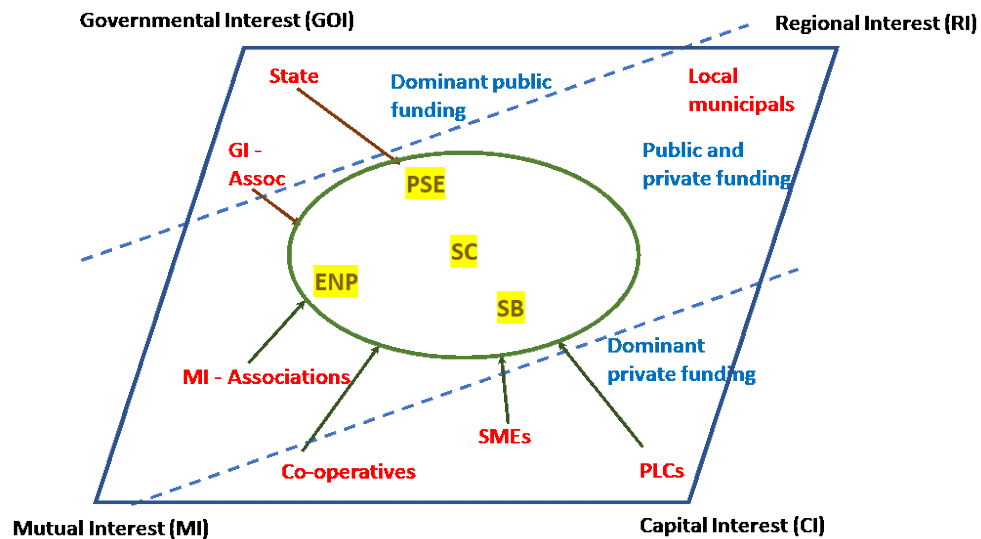


Figure 3 A Central-European extension to the Gui model [own contribution from Gui 1991]

Let's take the example of Hungarian social co-operatives. The major reason to create social enterprises from mostly central budget financing (including European Union funding) was to offer a way for former public workers to the labour market. In contrast to the public work programmes, the social co-operatives are working in the market, achieving market revenues, and can earn profit. Their activities are heavily subsidised by the central government, but the local municipalities have compulsory membership in this type of organisation. This membership benefits the central government because:

- this offers a kind of guarantee for proper working;
- they can help with the management of social cooperatives in administrative processes;
- they act as an internal control;
- they partly ensure the objective conditions of operation (by leasing some equipment).

But the GOI and the RI have got different goals, different roles and also can have conflicting interests. Table 1 shows the main points of the comparison of these two interests.

Interests	Governmental	Regional
Goal	marketable employment, regional cohesion, sustainability of operation	increase of quality of life in local settlements, economic development of the local community
Role	funding, regulation, external control	management, internal control, guarantor
Conflicting interest (maybe)	effective usage of public wealth, budget constraint	high cash payment for beneficiaries, permanent source of funding

Table 1 Comparison of Governmental and Regional Interests [own contribution]

From the government's perspective the social enterprises can be considered as a bridge from the public work programme toward marketable employment. Besides this, the vital social enterprises can accelerate the economic development of the rural regions, where the number of jobs is limited. The government is also interested in the efficiency and effectiveness of these programmes (i.e. creating the bigger number of jobs from a given public fund, and later these enterprises can operate without public assistance). The local governments want to increase the quality of life in the local settlements and encourage economic development in their region. The Governmental and Regional interests can be easily harmonized.

The job sharing in the current situation is the following. The government funds the creation and operation (mostly from EU sources), regulates the operation and externally controls the implementation. The representative of the regional government actually helps to manage the enterprise, internally control the operation and may guarantee the proper usage of public funds.

The main tension occurs if the public funds are limited and only occasionally available. Without constant funding these enterprises suspend their operation up to the arrival of the next funding shot. But in this case the effectiveness of the whole operation becomes limited.

6 Summary

The major contribution of this paper to extend the original Gui model and adapt it to the specific needs of Central-European SEs.

Facing the problem of creating a model for Central-European social enterprises, we believe that the traditional Gui model should be extended. The General Interest pillar was split into two parts. The Government Interest incorporates the will of the Central Government, and the Regional Interest expresses the will of local governments (local municipalities and regional entities). The new rhombus model better describes the current situation due to the conflicting interests of the two bodies representing the public interest. The main problem is the tension between the intermittently available public funding and the sustainability of the social enterprises.

A potential solution to this conflict could be to include private funds in the financing of social enterprises. These private funds can come from private customers or suppliers of the

social enterprise or some external partner can be also involved in the frame of their own corporate social responsibility programme.

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